



**Pacific Islands Development Forum
QUALITY MANAGEMENT MANUAL**

PIDF

**Last Update:
14th June 2016
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QUALITY MANAGEMENT MANUAL

PIDF SECRETARIAT



Pacific Islands Development Forum

LAST UPDATE: 14TH JUNE 2016

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DISTRIBUTION:

1. Secretary General PIDF
2. Deputy Secretary General PIDF
3. PIDF Team Leaders

OBJECTIVE:

To define the organization and responsibilities to enhance the utilization of Quality Management Systems and deliverables and to integrate systematic based thinking into PIDF institutional practice.

Version	Date	Object of the update	Prepared by	Checked by	Approved by
0	14/06/2016		TL Policy Research and Evaluations	Deputy Secretary General	Secretary General

OBJECTIVES

An organization will benefit from establishing an effective quality management system (QMS). The cornerstone of a quality organization is the concept of the customer and supplier working together for their mutual benefit. For this to become effective, the customer-supplier interfaces must extend into, and outside of, the organization, beyond the immediate customers and suppliers.

A QMS can be defined as:

“A set of co-ordinated activities to direct and control an organization in order to continually improve the effectiveness and efficiency of its performance.”

These activities interact and are affected by being in the system, so the isolation and study of each one in detail will not necessarily lead to an understanding of the system as a whole. The main thrust of a QMS is in defining the processes, which will result in the production of quality products and services, rather than in detecting defective products or services after they have been produced.

REFERENCES

- 1) ISO 9001.2015. Retrieved June 2016 from www.iso.org
- 2) Quality Management Systems: From Quality to Excellence. Department of Trade and Industry , UK. Retrieved June 2016 from www.dti.gov.uk/quality/qms
- 3) Quality Management Systems Guidelines. Government of New South Wales, Australia, 2005.
- 4) QMS Policy OF PIDF



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ABBREVIATIONS

M&E- Monitoring and Evaluation

PIDF- Pacific Islands Development Forum

QAI- Quality at Implementation

QMS- Quality Management System

SDG- Sustainable Development Goals

TLPR&E- Team Leader Policy Research and Evaluation

ToR- Terms of Reference

QUALITY MANAGEMENT

A fully documented QMS will ensure that two important requirements are met:

- The stakeholders' requirements – confidence in the ability of the organisation to deliver the desired product and service consistently meeting their needs and expectations.
- The organisation's requirements – both internally and externally, and at an optimum cost with efficient use of the available resources – materials, human, technology and information.

These requirements can only be truly met if objective evidence is provided, in the form of information and data, to support the system activities, from the ultimate supplier to the ultimate customer. A QMS enables an organisation to achieve the goals and objectives set out in its policy and strategy.



Figure 1 Quality Framework Triangle

It provides consistency and satisfaction in terms of methods, materials, equipment, etc, and interacts with all activities of the organisation, beginning with the identification of customer requirements and ending with their satisfaction, at every transaction interface. It can be envisaged as a “wedge” that both holds the gains achieved along the quality journey, and prevents good practices from slipping:

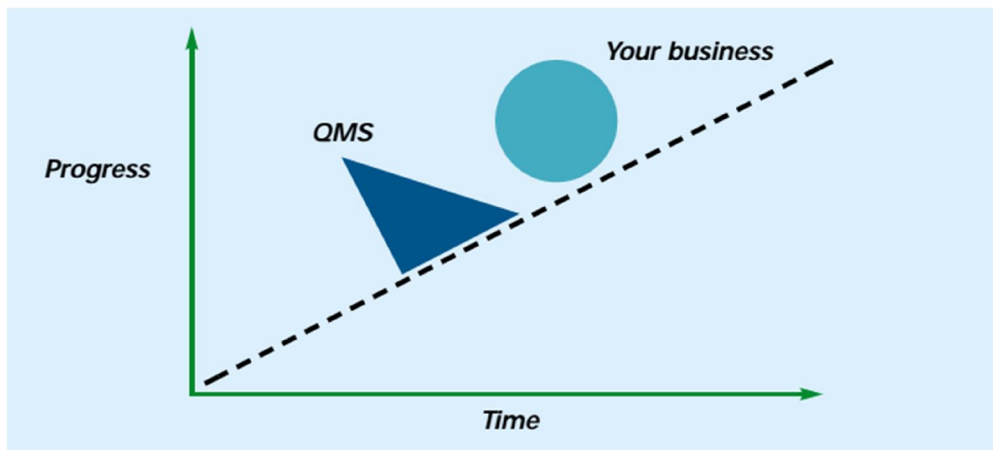


Figure 2 Wedge Concept for QMS

Management systems are needed in all areas of activity, whether large or small businesses, manufacturing, service or public sector.

A good QMS will:

- Set direction and meet customers' expectations
- Improve process control
- Reduce wastage
- Lower costs
- Increase market share
- Facilitate training
- Involve staff
- Raise morale

ISO 9001

ISO 9001 specifies the requirements for a QMS that may be used by organisations for internal application, certification or contractual purposes. The process approach is shown in the conceptual model from the ISO 9001 Standard; recognising that customers play a

significant role in defining requirements as inputs, and monitoring of customer satisfaction is necessary to evaluate and validate whether customer requirements have been met.

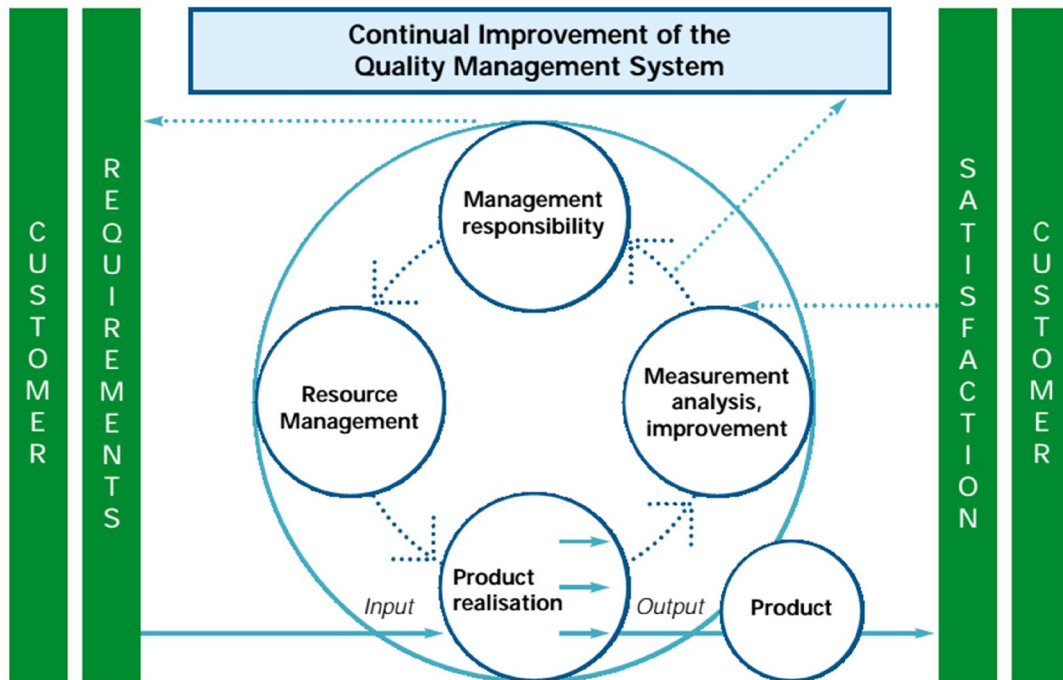


Figure 3 QMS Interaction in Business Model

The major clauses and sub-clause are:

- Scope
- Normative reference
- Terms and definitions
- Quality management system
 1. General requirements
 2. Documentation requirements
- Management responsibility
 1. Management commitment
 2. Customer focus
 3. Quality policy

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4. Planning
 5. Responsibility, authority and communication
 6. Management review
- Resource management
 1. Provision of resources
 2. Human resources
 3. Infrastructure
 4. Work environment
 - Product realization
 1. Planning of product realization
 2. Customer-related processes
 3. Design and/or development
 4. Purchasing
 5. Production and service operations
 6. Control of measuring and monitoring devices
 - Measurement, analysis and improvement
 1. General
 2. Planning
 3. Monitoring and measurement
 4. Control of non-conforming product
 5. Analysis of data
 6. Improvement

METHODOLOGY OF QMS AT PIDF

ISO 9001 builds on seven quality management principles. With these seven pillars firmly in place, implementing a quality management system will be much easier.

The seven quality management principles are:

1. **Customer focus.**
2. **Leadership.**
3. **Engagement of people**
4. **Process approach.**
5. **Improvement.**
6. **Evidence-based decision making.**
7. **Relationship management**

The Processes and procedures for all aspects of business within the Pacific Islands Development Forum Secretariat shall require documentation and recording. To undertake this, International Standard employs the process approach, which incorporates the Plan-Do-Check-Act (PDCA) cycle and risk-based thinking. The PDCA cycle enables an organization to ensure that its processes are adequately resourced and managed and those opportunities for improvement are determined and acted on. The PDCA cycle can be applied to all processes and to the quality management system as a whole can be grouped in relation to the PDCA cycle.

The four phases in the Plan-Do-Check-Act Cycle involve:

1. **Plan:** Identifying and analyzing the problem.
2. **Do:** Developing and testing a potential solution.
3. **Check:** Measuring how effective the test solution was, and analyzing whether it could be improved in any way.
4. **Act:** Implementing the improved solution fully.

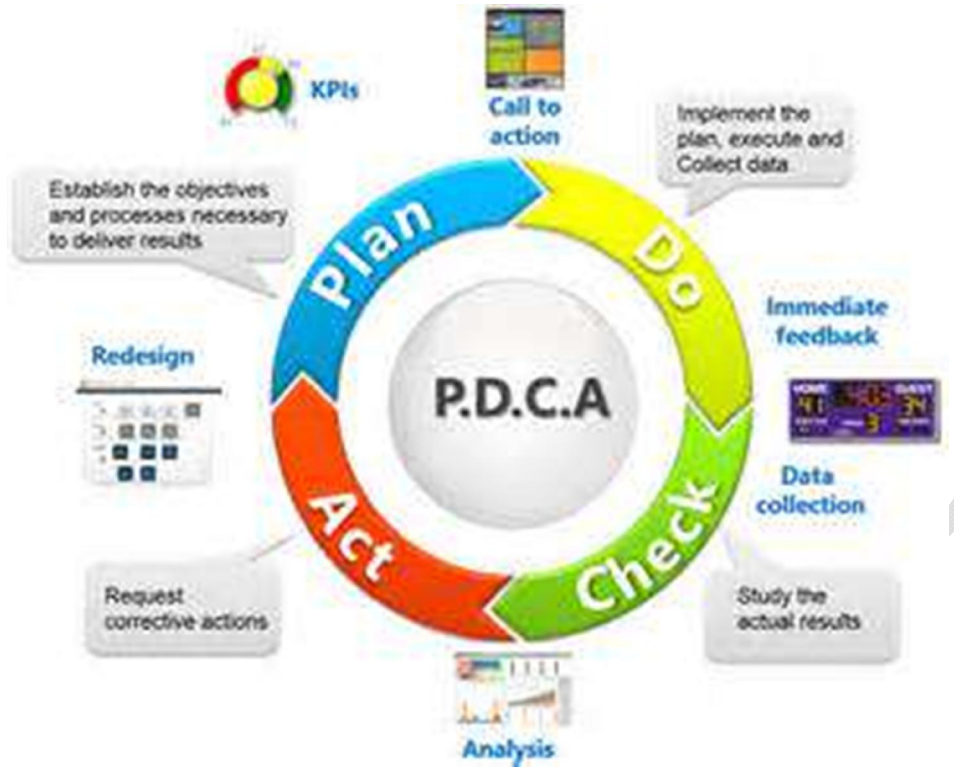


Figure 4 PDCA Cycle

AUDITS, REVIEWS AND ASSESSMENT

Audits are carried out to ensure that actual methods are adhering to the documented procedures, whilst system reviews should be carried out periodically and systematically, to ensure the system achieves the required effect.

There should be a schedule for carrying out audits, with different activities possibly requiring different frequencies. An audit should not be conducted just with the aim of revealing defects or irregularities – they are for establishing the facts rather than finding faults. Audits do indicate necessary improvement and corrective actions, but must also determine if processes are effective and that responsibilities have been correctly assigned. The emphasis on process improvement and enhancing customer satisfaction in the revised standard will require a more thoughtful approach to auditing.

A good QMS will not function or improve without adequate audits and reviews.

The generic steps involved in an audit are:

- Initiation
 1. Scope
 2. Frequency
- Preparation
 1. Review of documentation
 2. The Programme
 3. Working documents
- Execution
 1. Opening meeting
 2. Examination and evaluation
 3. Collecting evidence
 4. Observations
 5. Close the meeting with the auditee
- Report
 1. Preparation
 2. Content
 3. Distribution
- Completion
 1. Report
 2. Submission
 3. Retention

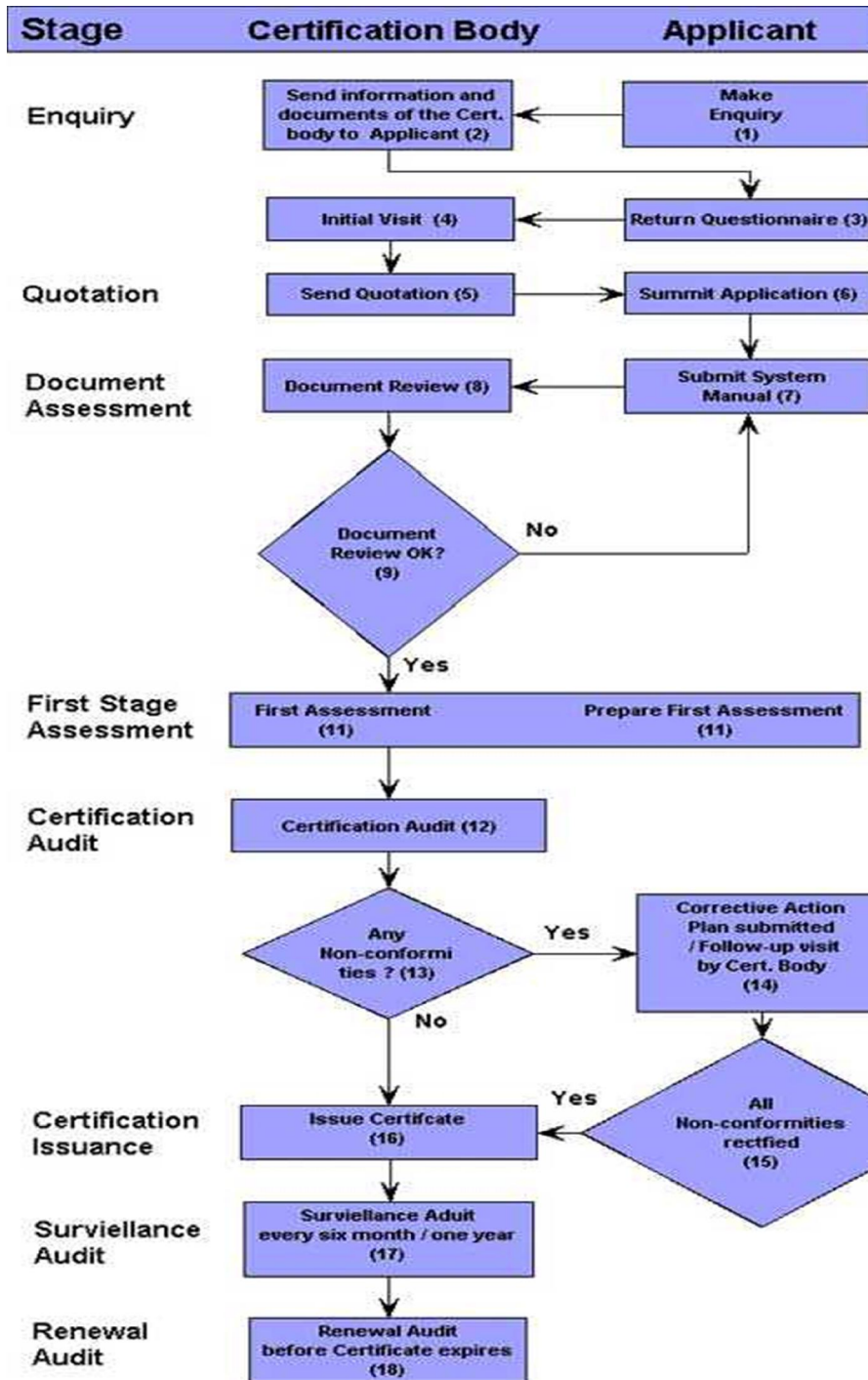


Figure 5 Process for Certification

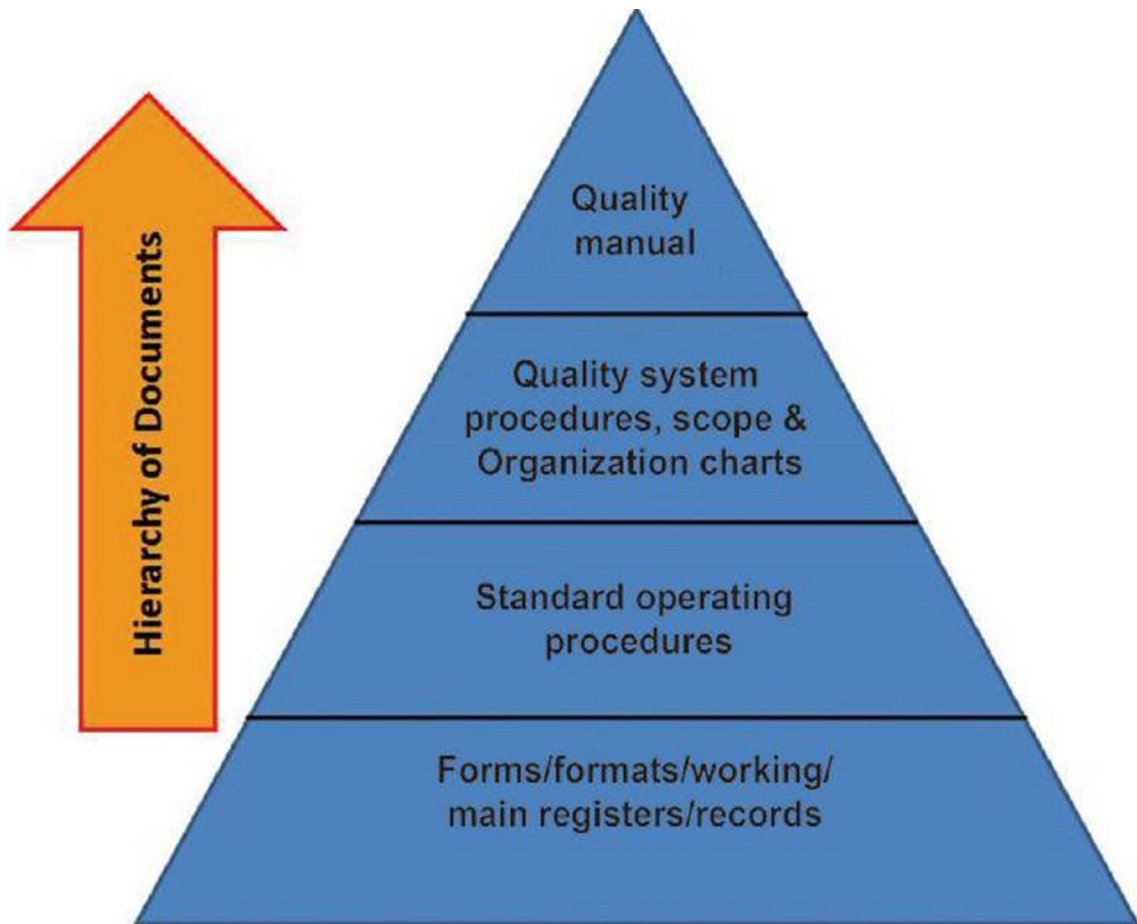


Figure 6 Documentation Requirements